Rapid City Regional Hospital
Community Health Implementation Plan
FY 2017 - 2019

Released November 2016
Rapid City Regional Hospital – Regional Health
Executive Letter

For more than 40 years, Rapid City Regional Hospital has demonstrated its commitment to meeting the health needs of the Black Hills region. As part of the Regional Health system of care, our purpose is helping patients and communities live well. In carrying out that purpose, we commit our efforts to carrying out the strategies outlined in this Community Health Implementation Plan (CHIP).

Our most recent Community Health Needs Assessment (CHNA) was conducted in FY16 – November 2015. Through this process, several opportunities for improvement were identified. The three priorities of Access to Healthcare Services, Mental Health, and Wellness will help drive improvements in the area served by our hospital over the course of the next three years (FY 2017-19). The goals for these priorities are as follows:

- **Access to Healthcare Services**: Evaluate needs and gaps to develop strategies to support timely access to primary care, specialty care, diagnostic, and inpatient services.
- **Mental Health**: Increase access and awareness of culturally appropriate mental health resources and education.
- **Wellness**: Explore, develop, and support opportunities that will positively impact the health of our communities.

Through the work outlined in this plan, we will increase collaboration with local stakeholders and community organizations and create a positive impact that will help our patients and community live well.
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About Rapid City Regional Hospital

Rapid City Regional Hospital, located in Rapid City, South Dakota, is the largest hospital owned and operated by Regional Health, a tax exempt, community-based organization that is committed to preserving and strengthening health care for the people in the region. The purpose of Regional Health is helping patients and communities live well. Regional Health and its affiliates provide health care services to the 380,000 people who live in the Black Hills of South Dakota and the surrounding region, as well as thousands of visitors each year. Regional Health serves a 38-county region comprised of western South Dakota, southeastern Montana, northeastern Wyoming, southwestern North Dakota and northwestern Nebraska.

Rapid City Regional Hospital employs more than 3,400 team members (clinical and non-clinical) and has an inpatient bed capacity of 417. Rapid City Regional Hospital is one of the region’s largest employers and is the tertiary referral hospital for Indian Health Service facilities that provide health care to approximately 60,000 Native Americans from four of the eight reservations in the state. Directly to the east of the city is Ellsworth Air Force Base, home of the 28th Bomb Wing. Rapid City Regional Hospital is the major medical referral center for their workforce of more than 4,000 men and women. Rapid City Regional Hospital has earned The Joint Commission’s Gold Seal of Approval™, a three-year accreditation, by demonstrating compliance with The Joint Commission’s national standards for health care quality and safety.

Rapid City Regional Hospital is dedicated to addressing its outreach objectives of serving the entire community, not only those who come through its doors. Building on a long tradition of service, the hospital utilizes its strengths alongside those of other well-established community partners. This strategy allows the hospital to better understand and reach the most vulnerable sectors of the community, while meeting pressing health care needs. The goal is to improve the community’s health status by empowering citizens to make healthy life choices.

Community Health Improvement Overview

In November 2015, Regional Health contracted with Professional Research Consultants (PRC) to conduct Community Health Needs Assessments (CHNA) for each of its hospital communities including the Rapid City Regional Hospital service area. The CHNA is a systematic, data-driven approach to determining the health status, behaviors, and needs of residents. The assessment provides
Community Health Needs Assessment Methodology

The CHNA report incorporates data from both quantitative and qualitative sources. Quantitative data input includes primary research (the PRC Community Health Survey) and secondary research (vital statistics and other existing health-related data); these quantitative components allow for trending and comparison to benchmark data at the state and national levels. Qualitative data input includes primary research gathered through an Online Key Informant Survey.

While this assessment is quite comprehensive, it cannot measure all possible aspects of health in the community, nor can it adequately represent all possible populations of interest. It must be recognized that these information gaps might in some ways limit the ability to assess all of the community’s health needs.

Identified Areas of Opportunity

The following “areas of opportunity” represent the significant health needs of the community, based on the information gathered through Rapid City Regional Hospital’s CHNA and the guidelines set forth in Healthy People 2020. From these data, opportunities for health improvement exist in the area with regard to the following health issues (see the complete CHNA report for additional health indicators).

<table>
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<tr>
<th>Access to Healthcare Services</th>
<th>Barriers to Access</th>
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<tbody>
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<td>Finding a Physician</td>
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<table>
<thead>
<tr>
<th>Cancer</th>
<th>Cancer is the #2 leading cause of death</th>
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<tr>
<td></td>
<td>Prostate Cancer Deaths</td>
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<td></td>
<td>Female Breast Cancer Screening</td>
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<td>Cervical Cancer Screening</td>
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<td>Colorectal Cancer Screening</td>
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</table>

| Dementia, Alzheimer’s Disease| Alzheimer’s Disease Deaths |

| Diabetes                    | Ranked as a top concern in the Online Key Informant Survey |

| Heart Disease & Stroke      | Heart disease is the #1 leading cause of death; stroke is the #5 leading cause of death |

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<thead>
<tr>
<th>Infant Health &amp; Family Planning</th>
<th>Infant Mortality</th>
</tr>
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<tbody>
<tr>
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<td>Teen Births</td>
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</tbody>
</table>
| Injury & Violence                        | • Unintentional Injury Deaths  
|                                       | • Seat Belt Usage (Adults)        
|                                       | • Firearm-Related Deaths          
|                                       | • Firearm Prevalence              
|                                       |   o Including in Homes with Children 
|                                       | • *Ranked as a top concern in the Online Key Informant Survey* |
| Mental Health                          | • Suicide Deaths                 
|                                       | • *Ranked as a top concern in the Online Key Informant Survey*  
| Nutrition, Physical Activity & Weight | • Fruit/Vegetable Consumption   
|                                       | • Low Food Access                 
|                                       | • Medical Advice on Nutrition     
|                                       | • Overweight & Obesity (Adults)   
|                                       | • Medical Advice on Weight        
|                                       | • Medical Advice on Physical Activity 
|                                       | • *Ranked as a top concern in the Online Key Informant Survey*  
| Oral Health                            | • Dental Insurance Coverage       
| Respiratory Diseases                  | • Chronic Lower Respiratory Disease (CLRD) Deaths 
|                                       | • Flu Vaccination (65+)           
| Sexually Transmitted Diseases         | • Gonorrhea Incidence             
|                                       | • Chlamydia Incidence             
|                                       | • Condom Use                      
| Substance Abuse                       | • Cirrhosis/Liver Disease Deaths  
|                                       | • *Ranked as a top concern in the Online Key Informant Survey*  
| Tobacco Use                           | • Smokeless Tobacco Prevalence   
|                                       | • Smoking Cessation               |

**Areas of Opportunity Not Chosen for Action**

In acknowledging the wide range of priority health issues revealed through the CHNA process, Rapid City Regional Hospital determined it could only focus on those which it deemed most pressing, most under-addressed, and most within our ability to influence.
<table>
<thead>
<tr>
<th>Health Issue</th>
<th>Description</th>
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<tbody>
<tr>
<td>Cancer</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the access to healthcare services priority. Awareness activities through the American Cancer Society also currently exist in the community and surrounding area.</td>
</tr>
<tr>
<td>Dementia, Including Alzheimer’s Disease</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the mental health priority. In addition, there are local licensed skilled nursing facilities providing services to the elderly of the community.</td>
</tr>
<tr>
<td>Diabetes</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the Nutrition, Physical Activity and Weight priority.</td>
</tr>
<tr>
<td>Heart Disease &amp; Stroke</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the Nutrition, Physical Activity and Weight priority.</td>
</tr>
<tr>
<td>Infant health and Family Planning</td>
<td>Data from the CHNA revealed that infant mortality and teen births were of greatest concern in this area in the community. However, limited resources and lower priority excluded this as an area chosen for action.</td>
</tr>
<tr>
<td>Injury &amp; violence</td>
<td>RCRH has partnered with Kohl’s Cares, Safe &amp; Sound South Dakota, Farm Bureau of South Dakota, and Community Organized Resources in Educating Youth in order to address this area of opportunity. With these partnerships, Rapid City Regional Hospital determined that progress is being made in this area and that other areas of opportunity required more immediate and focused attention.</td>
</tr>
<tr>
<td>Oral Health</td>
<td>RCRH has limited resources, services and expertise available to address oral health and access to oral health insurance. Other community organizations have infrastructure and programs in place to better meet this need. Limited resources excluded this as an area chosen for action.</td>
</tr>
<tr>
<td>Respiratory Diseases</td>
<td>RCRH believes this priority area falls more within the purview of other community resources, including outpatient clinical settings.</td>
</tr>
<tr>
<td>Sexually Transmitted Diseases</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the access to healthcare services priority.</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>This issue will not be addressed as a primary need, but will be impacted through the mental health priority.</td>
</tr>
<tr>
<td>Tobacco Use</td>
<td>Rapid City Regional Hospital is a tobacco-free facility. The facility provides smoking cessation screening to patients and provides reference to the South Dakota Quit Line as applicable. Limited resources and lower priority excluded this as an area chosen for action.</td>
</tr>
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Health Priorities and Strategies July 1, 2016 – June 30, 2019

Rapid City’s Healers and Transformers Community group reviewed the areas of opportunity from the 2015 CHNA report. Utilizing input from this group, the Rapid City Regional Hospital Board of Directors approved the priority areas included in this Community Health Implementation Plan (CHIP). The focus of the community-based efforts and resources for FY2017-FY2019 is centered on Access to Healthcare Services, Mental Health, and Wellness (Nutrition, Physical Activity, and Weight).

Workgroups comprised of caregivers representing each of the communities served by Regional Health developed the goals, objectives, and strategies for each of the selected priority areas from across the system. The work listed in this plan utilizes a system-based approach along with each community’s involvement and input.

Rapid City Regional Hospital and Regional Health commit to providing the resources necessary to carry out the goals, objectives, and strategies listed in this Community Health Implementation Plan. These resources include leadership and caregiver time and knowledge, financial support, and planning and reporting assistance.

Priority 1: Access to Healthcare Services

GOAL: Evaluate needs and gaps to develop strategies to support timely access to primary care, specialty care, diagnostic, and inpatient services.

OBJECTIVE 1: IMPROVE PATIENT ACCESS FOR PRIMARY CARE, SPECIALISTS, AND DIAGNOSTIC PROCEDURES

Anticipated Impact: Improved patient satisfaction, decrease in patient wait times to see a provider or have a service

Strategies:

- Optimize scheduling rules, templates, and processes
- Standardize scheduling practices
- Develop specialist referral criteria

PARTNERS

ALL WOMEN COUNT SD REGIONAL HEALTH
**OBJECTIVE 2: DEVELOP AND IMPLEMENT A COMMUNITY-BASED POPULATION HEALTH PROGRAM**

*Anticipated Impact*: Patients better directed to appropriate level of care, improved management of resources, and reduced Emergency Department utilization among target population

**STRATEGIES:**

- Build Population Health Infrastructure
- Develop Primary Case Management program
- Provide education and promotion concerning use of advanced directives

**OBJECTIVE 3: INVESTIGATE, PLAN, BUILD AND LAUNCH FIRST PHASE OF A DIGITAL HEALTH STRATEGY**

*Anticipated Impact*: Increased access for patients through digital technology, including access to specialty care

**STRATEGIES:**

- Determine organizational and community needs and solutions options
- Develop business plan for the digital health strategy

**OBJECTIVE 4: SUPPORT ACCESS TO PRIMARY AND PREVENTIVE CARE FOR VULNERABLE POPULATIONS.**

*Anticipated Impact*: Increase number of patients screened.

**STRATEGIES:**

- Increase support of All Women Count SD program

**DID YOU KNOW...**

According to the 2015 CHNA, finding a physician was one of the major issues identified under access to healthcare services.
Priority 2: Mental Health

GOAL: Increase access and awareness of culturally appropriate mental health resources and education.

Objective 1: Reduce stigma of mental health and increase public and provider awareness of available mental health resources available in their community.

Anticipated Impact: Better understanding of services available, increased website traffic, increased use of 211 Helpline for mental health

Strategies:
- Partner with 211 Helpline to develop a comprehensive list of mental health resources in the service area
- Create a community mental health asset map
- Develop publicity campaign in partnership with community to reduce stigma of mental health

Objective 2: Improve mental health screening process across the Black Hills region (starting with Regional Health System)

Anticipated Impact: More people seeking services for mental health related issues

Strategies:
- Develop education for providers on importance of screening process
- Standardize mental health screening tool
- Standardize process for referrals of patients who screen positive
- Develop case management program for mental health

Partners:
- Regional Health Behavioral Health Center
- 211 Helpline
- Community Services Connection
- Behavior Management System
OBJECTIVE 3: EXPLORE ADDING MENTAL HEALTH ACCESS INTO PRIMARY CARE CLINICS

Anticipated Impact: More access for vulnerable populations, improved productivity in primary care, improved outcomes

STRATEGIES:

Build business case
Explore other access solutions (telehealth, mobile)

DID YOU KNOW...

The age-adjusted suicide rate for the RCRH service area was 20.6%, significantly higher than the national rate of 12.5%
- 2015 RCRH CHNA
**Priority 3: Wellness (Nutrition, Physical Activity, and Weight)**

Goal: Explore, develop, and support opportunities that will positively impact the health of our communities.

**Objective 1: Increase community awareness of chronic disease prevention and management programs that promote healthy lifestyle choices**

*Anticipated Impact:* Increased participation in health promotion programs and improved health outcomes

**Strategies:**
- Marketing campaign for existing health promotion programs
- Enhance access to the Regional Health Diabetes Prevention Program
- Develop pediatric diabetes prevention program (pilot in Rapid City schools)
- Enhance access to the Better Choices Better Health (BCBH) Program
- Explore partnership with local Native American agency (non-healthcare)

**Objective 2: Enhance access to organized well-being programs and activities in the community**

*Anticipated Impact:* Increase in referrals to programs, increased awareness of health risks, increased programming, improved health outcomes

**Strategies:**
- Expand Regional Health Employee Well-being program to offer consulting to organizations in the Rapid City and Spearfish Communities by the end of 2017 and Lead/Deadwood, Custer, and Sturgis communities by end of 2018
- Live Well Black Hills resource support
- Develop toolkit of disease prevention and disease management resources for providers (including referral process)

**Partners**
- Regional Health Diabetes Prevention Program
- Better Choices Better Health
- Live Well Black Hills
- Rapid City School District
Adoption of Community Health Implementation Plan

On September 28, 2016, the Rapid City Regional Hospital Board of Directors met and discussed this plan for addressing the selected community health priorities identified through the Community Health Needs Assessment process. Upon review, the Board approved the adoption of this plan for Rapid City Regional Hospital and the related resources required to achieve the goals, objectives, and strategies outlined within that work to meet the health needs of the community.
Regional Health is an integrated health care system with the purpose of helping patients and communities live well. The organization, with headquarters in Rapid City, S.D., provides community-based health care in more than 20 communities in two states and 32 specialty areas of medicine. As the largest private employer in western South Dakota, Regional Health is comprised of five hospitals, 24 clinic locations and employs nearly 5,000 physicians and caregivers. Regional Health is committed to the future of medicine, with medical training partnerships, a medical residency program, and more than 130 active research studies.

Regional Health System – A Leader in Health Care of the Black Hills

**OUR PURPOSE, VISION AND VALUES**

**Our Purpose**
Helping Patients and Communities Live Well

**Our Vision**
We aspire to be the best healthcare system in America.

**Our Values**
- Courage
- Integrity
- Compassion
- Innovation
- Mutual respect

**Our Priorities**

- **Patient & Family EXPERIENCE**
- **Culture of Safety & Quality CARE**
- **Physician & Caregiver EMPOWERMENT**
- **Financial STEWARDSHIP**
- **Community STEWARDSHIP**
Acknowledgements

Rapid City Regional Hospital would like to extend a special thank you to the caregivers and community members who contributed to the creation of this plan, your time and input is greatly appreciated.

**REGIONAL HEALTH COMMUNITY HEALTH ADVISORY COMMITTEE**
- Dr. David Klocke, Chief Medical Officer, Regional Health (RH)
- Laura Wightman, Chief Nursing Officer, RH
- Mark Schulte, President, Sturgis Market
- Veronica Schmidt, President, Custer Market
- Larry Veitz, President, Spearfish Market
- Mark Schmidt, President, Lead/Deadwood Market
- John Pierce, Vice President, Rapid City Market
- Michael Latour, Vice President, Rapid City Market
- Jeanne Galbraith, Vice President Quality, Safety, and Risk Management, RH
- Doris Fritts, Executive Director, Same Day Surgery Center (SDSC)
- Jamie Heymans, Community Health Specialist, RH

**ACCESS TO HEALTH CARE WORKGROUP**
- Carol Opgenorth, VP Clinical Optimization - RH
- Marla Venjohn, Director, On Call & Transfer Center - Rapid City Regional Hospital (RCRH)
- Mike Delano, Director Ambulatory - Custer Regional Hospital (CRH)
- Traci Matthew, Director Ambulatory - Lead/Deadwood Regional Hospital (LDRH)
- Sara Snow, Patient Care Coordinator - Sturgis Regional Hospital (STRH)
- Angie Leonard, Senior Director Ambulatory - Spearfish Regional Hospital (SPRH)
- Lana Grout, Director Ambulatory - SPRH Queen City Regional Medical Clinic
- Doris Fritts, Executive Director - SDSC
- Mary Beth McLellan, Manager Med Clinical Ops – Family Residency Clinic

**MENTAL HEALTH WORKGROUP**
- Lori Wightman, Chief Nursing Officer - RH
- Becky Martinez, RN - CRH
- Terry Trucano, Social Worker MSW - LDRH
- Carrie Bossman, Social Worker MSW - STRH
- Angie Leonard, Senior Director Ambulatory - SPRH
- Lana Grout, Director Ambulatory - SPRH
- Doris Fritts, Executive Director - SDSC
- Heath Ruml, Surgical Technician - SDSC
- Janel Brown, Director Behavioral Health - RCRH
- Kathy Hill, Accredited Risk Management Director – RH
- Jessica Olson, Executive Director – Wellfully

**WELLNESS WORKGROUP**
- Theresa Ferdinand, Manager Employee Health Well Being - RH
- Lacey Burrell, Clinical Dietitian - CRH
- Michelle Evans, Exercise Physiologist - LDRH
- Amber Kennedy, Physical Therapist - STRH
- Deb Winter, Program Manager Diabetes Education – SPRH
- Kim Hepper, Clinical Dietitian - SPRH
- Doris Fritts, Executive Director - SDSC
- Donna Riley, Program Manager Diabetes Education - RCRH
- Erika Lebeau, Weight Management Team Leader - RCRH
- Jim Rix, Manager Physical Therapy – RCRH